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DD/S 69-0189

28 JAN 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Critical Review of Office Operations

REFERENCE : DD/S Memo 68-5721, dtd 21 Nov 69, same subject

1. To provide systematic reviews of Office of Training components, I established a Management Advisory Committee in May 1968. This group, with a broad charter to investigate and analyze any OTR management problems and recommend corrective action, is chaired by the Chief of Plans and Management and has representation from the major schools and staffs of OTR. As an example, the Committee recently completed a study covering a six-week period to consider a possibility of OTR's being too decentralized and to determine whether reorganization is needed. Recommendations from this study will be forwarded in a separate memorandum.

2. In November we completed a second annual review of accomplishments and objectives for each OTR school and staff. These exercises require schools and staffs to perform detailed analyses of their functional responsibilities and procedures, and these are then presented at the DTR staff meeting for review and approval. This proves to be a highly useful, systematic and analytic commission to all OTR components.

3. No less than a dozen surveys conducted by external examining groups -- ranging from the [redacted] Report, which evaluated cover and security aspects of language training, to the Inspector General's Survey and a Financial Audit -- have scrutinized OTR during the past 14 months; corrective action on the examiners' recommendations has already been completed. In addition, all OTR regulations and instructions have been reviewed during the past year and have been either validated or revised.

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4. Because of the unusual number of detailed and systematic inquiries during the past year, both by internal and outside examiners, I feel confident that our functional responsibilities are now clearly defined and have been tested for reliable performance. Employee suggestions and opinions are continually solicited by the Management Advisory Committee; one such solicitation in September resulted in the committee's consideration of nearly 70 proposals. If more detailed information is desired, I will be happy to provide any backup material needed.

[redacted]

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JOHN RICHARDSON

Director of Training

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